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From: Commander, U.S. Naval Forces Southern Command
To: Commander, Navy Personnel Command (NPC-440C)

Subj: PERSONNEL EXCHANGE PROGRAM TOUR REPORT (OPNAV 5700-5)

1. Forwarded.

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Chief of Staff

Copy to:
USMILGP Chile (w/encl)

29 November 2001

From: LCDR James L. Spencer IV, USN, 545-90-6025/1120
To: Naval Personnel Command (PERS-2)

Via: (1) Director, Chilean Naval War College
(2) Naval Section Head, USMILGROUP CHILE
(3) Commander, USMILGROUP CHILE
(4) Commander, USNAVSOUTHCOM

Subj: PERSONNEL EXCHANGE PROGRAM (PEP) TOUR REPORT,
CHILEAN NAVAL WAR COLLEGE

Ref: (a) OPNAVINST 5700.7G
(b) PEP Billet Description, Chilean Naval War College, LCDR Spencer,
dated 22 October 2001
(c) PEP Billet and Tour Report, Chilean Naval War College, LCDR Hugh,
dated 24 January 2000
(d) PEP Billet and Tour Report, Chilean Naval War College,
LCDR Gabion, dated 17 November 1997
(e) Additional Tour Report Comments, LCDR Gabion, dated
13 March 1998

1. Purpose. In accordance with reference (a), the following tour report is submitted. Reference (b) is the billet description previously submitted by me, as required by reference (a), and contains some amplifying information, particularly with regards to official requirements. References (c) through (e) are reports submitted by the previous two U.S. Navy officers to attend the Chilean Naval War College (CNWC).

2. Class schedule. CNWC class dates were from 9 February through 7 December 2001. The biggest mistake I made was in not arriving in the country until two days before classes started. Considering the check-in requirements at the embassy and the time spent recovering from the overseas flight, there was no time to do anything before the first day of classes. As a result I ended up having to miss a few days of class during the first month to do house hunting and other administrative tasks associated with the move. The ones affected most by this were my family members, none of whom knew any Spanish.

Though the experience overall has been tremendous, those first few weeks were quite challenging, without a house, car, telephone, checking account, or even the means to get any of them. Though I will discuss my specific recommendations with respect to those items in greater detail below, the most important recommendation I can make is to arrive at least two weeks, preferably three, before the first day of classes. In my case this would have meant missing my graduation from DLI. Knowing what I know now, that would have been a very

small price to pay for the tremendous difference it would have made to my family the first month.

As far as the end date, there is really no point in planning to leave before about Christmas. After graduation there is a dinner with the President of the country for all the students graduating from the three War Colleges, where everyone is expected to attend. Unfortunately, the exact date is not finalized until shortly before graduation, in our case in the middle of November. In addition, our graduation date was changed as well in October to accommodate the Minister of Defense. The safest course is to plan to leave just before Christmas.

3. General. Chile has a strong economy, but it is affected by the other major economies in South America, such as can be seen with the current problems in Argentina. As a result of construction projects that may or may not be completed soon, the trip to the airport from Viña del Mar takes about an hour and a half, and the trip to the embassy takes an additional hour. Partly because of this, and partly due to the demands of the War College, we went to Santiago infrequently.

Viña del Mar has a mall similar to those found in many big cities, with just about anything you could want, including a grocery store/department store with over 75 aisles. For those things you just have to have, there is a commissary service, but during our year here it has gone from once a month, to once every two months, to finally once a quarter, with rumors that it may stop altogether. That would be a shame though, because there are a few things that have been very nice to have periodically, such as cheddar cheese, sausage, nacho chips, paper products and dry cereal. These items in particular we found locally to be either inferior in quality or selection, or simply prohibitively expensive.

In recent years a curious phenomenon has developed at traffic lights in Viña del Mar, and to some extent in Santiago. You can hardly find an intersection free of some form of "street vendors". The most common are the windshield washers, who will come at you with a bottle of water and a squeegee wanting to clean your windshield. There are also jugglers, mimes, and vendors selling almost anything you could imagine, such as Kleenex, candy, hand towels, flags, and quite a few things I can't even recognize. Then there are outright beggars, including some that just hold up a sign saying, "Out of work, please help". They all are looking for just a few coins, but if you gave each one of them a dime you would go broke in a month.

Theoretically this activity is illegal, but my experience has been that the local police don't really do anything about it for whatever reason. The one good thing is that the police are apparently very honest and free from corruption, as opposed to in many other South American countries. There is not much of a problem with real crime, perhaps because of the visible police presence, but every house has a protective fence, and just like any other tourist city, there are reported incidents of pick pocketing.

Most of the Chileans speak at least some English, particularly those who work in the banks, restaurants, hotels, etc. and are used to dealing with foreigners. They are also very patient with foreigners who are learning to speak Spanish, and are very willing to help.

The climate of Viña del Mar and Valparaíso is very similar to that of Monterey and San Francisco. Santiago gets a little hotter in the summer and a little colder in the winter, but still does not see snow.

4. CHILEAN NAVAL WAR COLLEGE OVERVIEW

A. Course of instruction. The transition mentioned in reference (c) to a one-year curriculum has been completed. Each of the last three U.S. students had a very different academic experience. It appears that mine will be the way of the future, at least in the near term, and so I will go into a little more detail about the specifics.

My class consisted of 35 students, divided into 2 separate sections. There were 5 other foreigners, from Argentina, Brazil, Colombia, Panama and Peru, and one exchange officer from the Chilean Air Force. The other 28 were Chilean Navy officers, including 6 marines. The year was divided into four modules, but without any time in between each one. There were 5 class periods of 80 minutes each, but generally only the three in the morning were scheduled with lectures. The two afternoon sessions were usually used for group project work, presentations, and other such activities.

The first class period started at 8:15 and the third class ended at 12:45. Lunch was from 12:45 to 2, and the afternoon classes went from 2 until 5. Some days we were able to go home at 12:45, and other days we stayed until midnight, or even later. Fortunately, most of the Chileans understood the challenges involved in living in a foreign country, as well as the fact that we are also here to get to know the culture and the country, so it was very easy to get time off from some of the late nights to take care of necessary things around the house, and to do some sightseeing on the weekends.

The classes in each module were as follows:

(1) First module: General Staff Service, Logistics, Intelligence, Integrated Planning, Naval Operations Analysis, and finally a planning exercise that lasted a little more than a week. During this module there are several group projects, sometimes lasting until past midnight and into the weekends, as well as frequent quizzes and written tests. The most challenging aspect was learning to work in a group efficiently, because that is definitely not one of the strengths of the typical Chilean officer. They tend to get sidetracked easily, and have a very difficult time getting to the heart of the matter. I found that I was able to make an instant, positive contribution in this area, because at least some of them recognize this innate cultural deficiency and are eager to learn what they freely admit is a better way of doing business. The key is to jump in and get involved. If you sit on the sidelines and let them run the show you will spend many frustrating hours without progress, watching them beat around the bush and discuss every minute aspect of the project in excruciating detail without putting anything useful down on paper.

(2) Second module: Administrative Law, Economic Fundamentals and Analysis, Strategic Planning, Negotiation Techniques, Organization and Country Risk. Though some of my classmates enjoyed this module, I felt it was mostly a waste of time. Very little of what was taught has much to do with military matters, and the methods of evaluation were random at best. My best advice here, unless they do the right thing and restructure or eliminate this module, is to recognize that you won't get much out of it, lower your expectations, and concentrate on at least learning what you can and trying to apply it where you can. For example, Economic Fundamentals and Analysis had a few hours of interesting material, but unfortunately it was spread over 24 hours of instruction. Also, I found both Organization and Country Risk very interesting, probably in part because they were the shortest classes in the module.

(3) Third module: Strategic Thinking, Geopolitics, International Relations, International Law, National Policy Decision Making, Military Strategy, Maritime Strategy, Land Warfare, Air Warfare and Force Development Planning. There were also three evaluated seminars and a war game to finish the module. This is where they separated the men from the boys, so to speak. For the Chileans, this year is one of the most important in their careers. Their class standing determines future assignments and promotion opportunities, and as such they are very competitive and take the course very seriously. The first module involved working in groups, which doesn't do a lot to break out the leaders, and the second module didn't count very much, so the third module is really where the class starts to stratify.

Though there are ample group projects, there are also a large number of individual essays, and individual participation in the three seminars and the war game is scrutinized, analyzed and evaluated like I never thought possible. Unfortunately the net result is that the competitiveness takes a little away from the end product, as many of them strive to provide answers they think the professor wants rather than investing some individual creative thought into the process. Nevertheless, this was an excellent module, and I thoroughly enjoyed most of the classes. By this point I also found that I was beginning to master the language enough to participate more in the debates and seminars.

With the advent of the senior level Naval War College course in 2003, I expect that the emphasis on some of the higher-level topics such as National Policy Decision Making will drop. On the whole, that is probably a good thing, because the only real complaint I had about this module was that it seemed to lack a bit of focus, and tried to take on a little bit too much, particularly at the political level.

(4) Fourth module: Naval Operations and a final war game. Theoretically this is also the time to write the final research paper due at the end of the year, but in reality there is no time during the module, and

most of the class ended up writing it after the final war game. This also was an exceptionally interesting module, divided up into the distinct types of Naval Operations, with a group paper and presentation at the end of each week. By this time, the class standings are pretty much determined, and in the middle of the module my classmates found out their assignments for the next year, so the attitude was a bit more relaxed. That is not to say the pace of work lets up, because if anything it actually turns up a notch, but at least the atmosphere is a lot more enjoyable.

B. Language. As mentioned in paragraph 2, above, the first month was very difficult. DLI is very good, but there is no substitute for absolute immersion. Even with the strong preparation provided by DLI, I had to struggle to pick out the individual words here at first, because the Chilean pronunciation is so distinct from that found in the rest of Latin America. Also, they have developed a huge quantity of idiomatic expressions over the past couple of hundred years. I would encourage anyone coming here to try to find a book about Chilean Spanish. One good one is called "How to Survive in the Chilean Jungle". This is particularly helpful if your family does not speak Spanish. DLI usually allows wives to attend the language course, and I would highly recommend taking advantage of the opportunity. In our case it unfortunately was not possible, due to my wife's job and the lack of alternative care for our three young children, and as a result the first couple of months were very difficult for her.

C. Course Requirements and Grading. Though I have not yet received my final grades, it looks like they have changed the system for foreign students since the last U.S. student was here. I have been receiving grade reports throughout the year along with my classmates, and the grades appear to be on the same scale. The grades theoretically range from A+ to F, but practically they range from A+ to C+, with the majority of the grades between A and B. The minimum required to graduate is a B-, and I don't think there is anyone in danger of failing. One strange thing here, at least compared to my background in submarines, is that the individual grades are theoretically secret. Whereas starting in our Nuclear Power School all the way through at least Department Head School, we are used to seeing the grades posted, here many of them spend the first fifteen minutes after each grade notification asking each other how they did. It seems a bit inefficient to me, and I think the posting of grades actually serves as a better inspiration to work harder, but anyway, that's the way it is.

D. Class Travel. We were fortunate to be able to see much of the country through official and unofficial trips. Unfortunately, the majority of the official trips excluded the families. Theoretically the wives were invited, which would be nice, but what do you do with the kids? The Chileans don't seem to understand that to us one of the important benefits of our year here is the time that we get to travel, as a family, and see the country. They figure that if the husband gets to see it, then he can tell the family about it and that should be just as good. Several of us mentioned this deficiency, and even offered to pay for our families' travel and

expenses to allow them to participate, but it appears that the Chileans simply do not want the children around. When they travel themselves, it appears that many of them leave their children at home with their "nana", or maid, and they figure we should do the same.

Anyway, persistence can sometimes pay off. During the class trip to the north I was able to take my family separately, paying for everything myself including my own transportation, lodging and other expenses. Generally, though, the Chilean Naval War College pays for transportation, lodging and meals. The system is apparently the same one used for Chilean exchange officers at the U.S. Naval War College, but I think it is time for us both to update our systems. I was fully compensated, but I had to maintain all my receipts, rather than being given a set allowance for meals. This is difficult when you split the check at restaurants, and tends to be a bit cumbersome at any rate. I was the only foreign officer under this program, and though it didn't really bother me I did stick out when the class trip director had to remind me at every stop to ask for a receipt.

As far as official travel goes, the class went to Santiago, Talcahuano, Concepción, Arica, Iquique, Coyhaique, Puerto Chacabuco, Punta Arenas and Puerto Williams inside the country, and spent 10 days in Rio de Janeiro, Brazil for the annual class country trip. As far as unofficial travel goes, we were able to take advantage of long weekends and other times when there were events scheduled in which the foreign students did not participate. My family and I went to various resort towns and other sites along the coast near Viña del Mar, including one of Pablo Neruda's houses in Isla Negra and the Tololo observatory in La Serena. Among the other highlights of our travels were skiing in Portillo, visiting the desert city of San Pedro de Atacama, and driving to Puerto Montt and around the lakes district. For the longer trips we started out using the travel agency of the national airline, called LAN Chile, but quickly found that they overcharge for everything except the flight itself. I recommend using them to book the flight and doing the rest through the Internet or by telephone. Chile is a country of tremendous natural beauty, far more diverse than I had imagined, and well worth the time and effort to explore. Just remember that your time is limited, so start traveling early.

E. General Comments. The foreign officers were generally treated very well throughout the year. During classified lectures to which we were not invited, the CNWC often arranged visits for us to local naval sites of interest, of which there are many. The CNWC director, a rear admiral (select) who is a devoted student of naval history, frequently accompanied us himself, and took great pride and pleasure in personally conducting us on tours of the various sites, enriching our experience immensely.

As mentioned in reference (d), I also found that both professors and students expected me to know something about every aspect of U.S. Naval Strategy, Warfare, Operations, History, and everything else. It was a professional challenge, and I found myself reading some of the many books available here in English about our own Navy just to try to live up to their expectations. They were particularly fascinated about nuclear submarine operations and I was glad to be

able to provide them with extensive unclassified information, and they were very gracious and understanding about my not being able to answer many of their questions due to classification concerns.

I found that my opinions were highly valued, particularly by several of the professors, and as a result I tended to think carefully before providing an opinion that often was construed as the U.S. Navy point of view, no matter how hard I tried to emphasize that my opinions were mine and not those of the Navy or the country. Many Chileans know only what they read and see on TV about the U.S., and as a result they have a somewhat narrow viewpoint. Fortunately many of the professors have had the opportunity to attend schools abroad, such as the U.S. Naval War College, and provide a better-rounded perspective.

Not having attended a Naval War College previously, I have been struck by the pace and the amount of material that I have learned this year. Most of the other exchange officers in my class came here after having attended their respective War Colleges, and even then they have had to work hard. I realize that pipeline constraints make that option difficult for us, and in fact I did not feel at a significant disadvantage without it, but this year has helped me to realize that there is much more to be learned as a professional naval officer, and if nothing else my appetite has now been whetted with what I expect will continue to be a lifelong interest.

5. QUALITY OF LIFE OVERVIEW

A. Administrative Support. Though I have been pleased overall with the administrative support I have received, I do think there are some improvements that could be made. The primary reason things have gone so smoothly is due to the substantial efforts of the current Naval Section Head (NSH), who happens to have been the last U.S. student to attend the CNWC. Unfortunately I get the feeling that he succeeds in spite of the system, rather than because of it. I am not suggesting that the follow on tour he did become mandatory, but I think the system could be updated to help a Naval Section Head without the benefit of experience of the current one. The following sections address the specific issues, but I would like to address the general administrative issues briefly here.

First of all, the chain-of-command leading to Puerto Rico has not been of great use to me. I essentially have two people I call to handle problems, the NSH in Valparaíso and the Admin Officer at the MILGROUP in Santiago. Despite what I was told about neither of them being in my official chain-of-command, the reality is that they are the only ones who have any idea how to solve my problems in a reasonable time frame. I don't know the politics of the situation, but my suggestion would be to eliminate COMNAVSOUTHCOM entirely from the chain-of-command and to have the CNWC student work directly for the USMILGROUP, preferably for the NSH.

Second, though it is nice to be able to use an APO, and I wouldn't want to see the opportunity disappear, the current system is an administrative burden on those of us in Viña del Mar. We have the opportunity to send and receive mail weekly, to and from the embassy, but it requires someone, usually the NSH, to

distribute the mail to the families here, without any real convenient system for doing so. The current NSH and his family have gone way beyond the call, frequently at personal inconvenience, without complaining, to ensure that we at least get mail once a week, but I think the system should provide for something better without having to count on the goodwill of the NSH.

Finally, though the Admin Officer at the embassy in Santiago is responsive and helpful, he is in Santiago, and he is in the Air Force and thus not very familiar with some of the nuances of the Navy requirements. This has resulted in numerous delays in taking care of administrative issues, and again I have to think there must be a better way.

Though I realize that everyone thinks they could use another body, it occurs to me that one YN2 assigned to the Naval Section could probably clear up a lot of these issues. The analysis may reveal that there are not enough Navy and Marine Corps personnel to warrant such a change, but in my opinion it would be a good solution.

B. Housing. Viña del Mar is one of South America's most popular resort cities in the summer, and the beaches are absolutely full of Argentineans, Europeans and everyone else. This means that the hotels are also full, and even long-term housing can be difficult to find. Nevertheless, as I mentioned before, it would be a mistake to delay arriving in Chile, despite the difficulties in lodging.

The best advice I can give is to start looking at places right away, with as many different realtors as you can find. There is no MLS or equivalent here in Chile, so each realtor will show you a few houses and expect you to choose from those options. Without a central system, it can be time-consuming going from realtor to realtor to find the right house, but it is worth the time. There are suitable houses and apartments out there if you are patient. We ended up living in an apartment that was more than adequate for my wife and me and our three children. The owner agreed to be paid in U.S. dollars, and OHA covers the rent. It took us a month to find, but it was worth it. You just need to be persistent.

The housing section of reference (d) is excellent, and still applicable. One point worth emphasizing is the dryer issue. We have not been able to find anyone who can make our dryer function properly here. Chileans just don't use dryers like we do, and they don't build the housing electrical systems to support them for the most part. Though we had specifically asked to make sure our dryer would work in the apartment, when we went to hook it up we found otherwise. I would recommend buying a small dryer before you leave the U.S. and have it modified there for the Chilean electrical system (220V, 50Hz). There is a noticeable shortage of competent electricians here, at least in the Viña del Mar area.

C. Household Goods. It is worth reading the appropriate sections in references (c) and (d) for some stories of how things can go wrong, but in our case it practically couldn't have been better. Both Mr. Reis at the embassy and the moving company were extremely helpful and professional, and we had only very minor damage easily repairable to two pieces of furniture. Both our household goods and our express shipment were available on the day we moved

into our apartment, one month after we arrived in Chile. I can honestly say I couldn't have expected it to go any smoother. As a note, there is no opportunity to store anything after you arrive as there was in Monterey, which should be taken into consideration when deciding what to bring to the country. For example, since we are in an apartment we do not need our lawn tools and outdoor toys, and we have to keep them in a spare room or pay for a separate storage unit ourselves.

D. Automobile. Our automobile, a minivan, actually arrived in the country before we did, because we had heard so many horror stories about it taking several months to arrive that we decided to ship it 2 months early and rent a car at our own expense. I don't recommend that course of action. First of all, 90 days is the maximum shipping time, and the average is more like 60 days. Second of all, even after the car arrives in country you can't have it for at least another month due to a very strange arrangement we have with the Chilean government. I was so frustrated at knowing that my car was sitting idle at the embassy for weeks while I had to rent a car here, again at my own expense, that I actually wrote my first research paper on the various problems and my proposed solutions (I got an A-). Unfortunately, as they say, my A- and a dollar might get you a cup of coffee. The bottom line is, plan to spend money on transportation while you're waiting for your car, probably several hundred dollars, and just chalk it up to the cost of living here in Chile. One mitigating factor is that the War College provides a bus for official transportation, such as to classes and other scheduled events. Still, house hunting and daily family requirements were such that we had to rent a car for at least part of the time, since the Naval Section van mentioned in reference (c) is no longer available.

As far as getting the car out of the U.S., the information and suggestions provided in the packet from the USMILGP and the handout provided by the transportation office at DLI were exceptional. That part of the process, at least, was very smooth and professional.

E. Financial Concerns. Apparently COLA is going up at the end of this year, and with the current exchange rate that should be sufficient to cover the monthly expenses of living in Chile. As opposed to the previous two families, we have found the use of a local checking account to be a convenience. We can write a check as soon as we receive each bill and I take it to school the next day to give to the "bill-payer", who then brings me the receipt at the end of the day. The system is very easy, though of course there are still some situations where cash is required, such as for maid and babysitting services, trips to museums and other sites, and the local fruit and bread shops. Cash is also required during travel to remote locations, but that is about it since all the local supermarkets and restaurants take credit cards. The biggest problem we ran into was with the credit card bill itself. Due to the problems with mail mentioned above, we were not getting the bill in time to pay it and get it back before the due date. We have resorted to checking the Internet around the time we know the bill should be posted, and sending off a check as soon as it posts. With this routine we have

not experienced any further problems. Incidentally, we have found a few remote places that would not accept MasterCard, but Visa appears to be universally accepted.

F. Medical Care. The day we checked in at the embassy in Santiago we had to switch our coverage to TRICARE Latin America. Their inefficient system has caused significant headaches, as there appears to be an automatic bill-paying machine that fails to inject the human element. For instance, though we will submit a claim for a bill we paid to the doctor or lab directly, TRICARE will then issue another check to the doctor or lab and send us a form letter saying that everything has been taken care of. Needless to say, with the delays in mail, this process can be quite a headache to straighten out. The medical care itself, though, is of reasonable quality, and my wife, who is a physician, has the following to say:

The Chilean system of medical care is very different from what we are used to. There are several options, including the local Naval Hospital as well as private physicians. The TRICARE Latin America office helped me find a physician, even one who speaks some English. TRICARE contacted the physician's office to try to arrange direct payment to his office to avoid out of pocket expenses for us. Appointments are easy to obtain for the same week and I found referral to specialists to be without difficulty. The physician offices themselves seem very out-dated by American standards. For example, my internist has one receptionist/nurse as his only employee. He has one exam room located within his office. I was examined on a table covered with a wrinkled sheet, which clearly had not been changed prior to my visit. Don't be surprised if you are asked to change into a gown with the door open, the window blinds open, and the doctor standing in the door. If you need blood work done, you have to return to the lab about 3-4 days later to pick up the results. You then have to call the physician for an appointment to review the results. Then finally you hand-deliver the results to the physician. In other words, like everything else, receiving medical care takes time.

G. Schools. Reference (c) is complete, accurate and current on the subject. The quality of education has been slightly below par. Our daughter had to receive special permission and undergo testing to be accepted into the first grade, even though she turned 6 in January, because most of her classmates are 7. Even still, she is not having any difficulty, and is even bored frequently, because the classes are taught in English and she is the only native English speaker. In other words, I would say that in terms of academics they are about a half a year to a year behind our school system standards.

There is a curious system here with regards to school supplies. The Chileans in general tend to place more emphasis on appearance than substance, and nowhere is this more clearly demonstrated than in the school supply list. First of all, uniforms are required for all schools. Not that this in and of itself is bad, but the uniform requirements are so particular that you either have to find someone else whose child went to the school and has outgrown the uniform, or you have


to go to one of several specialty stores that have the required items. Around the first day of school they run out, so you need to start shopping early. We were fortunate to have help from friends at church, and only had to buy a few items. In addition to the uniforms, there is a three or four page list of required items, such as pencils, paper, etc. which must be purchased and labeled (yes, even the pencils!) before school. This was an incredibly time-consuming and frustrating process, and again I recommend you start on it as early as possible. The good news is that it is sort of a racket with the local school supply stores, and so they already know everything on the list. If you go to one of the bigger stores you can hand them your list, come back in an hour or two, and they will have everything ready for you, at outrageous prices. The embassy will reimburse some of the expenses, though, so save all the receipts.

H. Spouse Employment. I really don't have anything to add here. My wife flew back to Monterey to work there for a couple of weeks every couple of months, rather than go through the hassle of trying to practice here without a solid Spanish background.

I. Pets. As we have none, I cannot really add anything here either. I know that people do have pets here, and Chileans love dogs in general, for what that is worth. In fact, there are literally hundreds of dogs running around loose on the streets because there don't appear to be any organizations, governmental or not, that are concerned with them. They just limp around begging for food and trying to avoid being hit by cars. They aren't really dangerous, though, as far as we have seen.

J. Social and Recreational Opportunities. The comments in references (c) and (d) are still valid, and I would only add that it is worth spending the time pursuing these types of activities. Chileans are very social, and it is common for them to invite several couples to their house for an evening. They won't necessarily tell you, though, whether children are invited or not, so it is best to ask, even if it might seem obvious.

K. Final Comments. This has been a truly fabulous experience for my family and me, and we would do it again without hesitation. As long as you keep an open mind and try to make the best of every challenging situation, you will create memories that will last the rest of your life. I am very grateful to the U.S. Navy, the Chilean Navy and the Chilean Naval War College for giving us this unforgettable opportunity.



J. L. SPENCER IV
LCDR USN